



UNITED STATES MARINE CORPS

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IN REPLY TO
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G4

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FORCE ORDER P4400.160

From: Commander, Marine Forces Reserve
To: Distribution List

Subj: LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

Ref: (a) MARADMIN 437/02
(b) Force Policy Letter 03-06

Encl: (1) LOCATOR SHEET

1. Situation. To publish policy governing the LERT program within Marine Forces Reserve (MARFORRES).

2. Mission. To improve and maintain high unit materiel readiness and ensure that effective and efficient logistical processes, policies, and procedures are in effect.

3. Execution

a. Commanders Intent and Concept of Operations

(1) The implementation of the LERT program will provide commanders with an assessment of their organization's materiel management posture. Assessments are standardized and conducted utilizing LERT checklists and process analysis. There is a continuing requirement to improve and standardize the procedures used MARFORRES wide to effectively govern the functions relative to the LERT program.

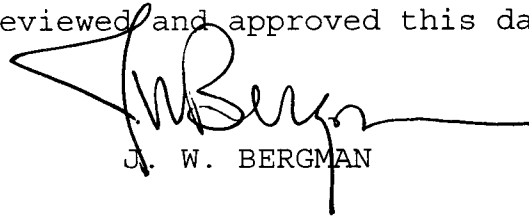
(2) Commanders shall ensure that this Manual is made available, understood, and used by all personnel subject to LERT assessments and that their operations are conducted within the intent of Marine Corps supply and maintenance management programs.

b. Subordinate Element Mission. The Assistant Chief of Staff (AC/S) G-4 will be the main effort in the execution of this program. All MARFORRES units will receive direct support from this effort.

4. Administration and Logisitics. This order is applicable to the Marine Corps Reserve.

Subj: LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

5. Command and Signal. Reviewed and approved this date.



J. W. BERGMAN

DISTRIBUTION: D

LOCATOR SHEET

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Location: _____
(Indicate Location of Copies of the Manual)

LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

RECORD OF CHANGES

Log completed change actions as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Entering Change

LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

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INTRODUCTION TO THE LERT PROGRAM

0001. PURPOSE. The LERT has been established to provide the Commander, Marine Forces Reserve (COMMARFORRES) with direct field representation by assessing the effectiveness of those logistical processes, policies, and procedures that have an impact on materiel readiness, to include the Logistics Automated Information System (LOG-AIS) family of systems. In addition, the LERT is to provide liaison, assistance, and guidance to field units, as required, in the interpretation and the application of logistics and materiel readiness instructions.

0002. BACKGROUND

1. Reference (a) delineates the responsibility for assessing an organization's materiel readiness and compliance with established policy remains with the Organizational Commander, with applied emphasis on existing inspection and audit programs within the operating force chain of command.

2. Reference (b) establishes COMMARFORRES' guidance concerning accountability in command and the role of the LERT as well as the responsibilities of Unit Commanders.

0003. COMMAND RELATIONSHIP. All Major Subordinate Commanders are responsible and accountable for the readiness of their units. The LERT is organized to provide assistance, as required, to unit commanders for the purpose of improving unit logistics readiness.

0004. MISSION. The mission of the LERT program is to provide a comprehensive analysis of materiel readiness in all functional areas across the spectrum of logistics. This is for the purpose of improving efficiency and the effectiveness of supporting the warfighter. Additionally, the LERT will ensure the well being of Marines by providing to Commanders and their staff, education and instructions in Marine Corps and MARFORRES policies and procedures which effect life-cycle management. Inherent in this mission is the ability to respond to special tasking, as directed.

0005. SCOPE. To accomplish the mission, a comprehensive analysis of all combat service support (CSS) matters that affect materiel readiness processes is required. Deviations from Marine Corps directives, technical publications, procedures, and other matters significant in nature which impact upon the efficient and effective management of materiel readiness processes will be reported to the appropriate authorities as identified in this manual. Formal reports will be submitted to the unit being analyzed. When the situation warrants, liaison with outside entities may be required to resolve problems that are external to the command.

INTRODUCTION TO THE LERT PROGRAM

0006. OBJECTIVE. The objective of LERT program is to anticipate the needs of the warfighter of today and tomorrow; and to provide responsive logistical support by:

1. Promoting sound logistics practices to enhance the warfighter's ability to project and sustain military operations throughout the world.
2. Initiating new ideas and better ways of doing business.
3. Providing logistics training tailored to the needs of MARFORRES.
4. Assessing logistical processes for accountability, flexibility, maintainability, cost effectiveness, and timeliness.
5. Providing clarification of Marine Corps materiel management, maintenance directives, and technical publications.
6. Apprising Commanders of significant deficiencies, discrepancies, and problem trends.
7. Providing COMMARFORRES and AC/S G-4 information on the effectiveness of Marine Corps materiel readiness directives and technical publications, to include recommendations for changes, when appropriate.

0007. ACCESS TO INFORMATION PROVIDED TO AUDIT AGENCIES COLLECTED BY LERT. Consistent with their security clearance, and having a need to know (to accomplish their announced audit objectives), the agencies of the U.S. General Accounting Office, Department of Defense Inspector General for Audit, and the Naval Audit Service (NAS) are authorized access to all LERT analysis reports. Further information on the details of this subject is available in SECNAVINST 5740.26, SECNAVINST 7510.7, MCO 5040.6, and MCO 7510.3.

0008. FOLLOW-UP ON REPORTS OF ANALYSIS. The Inspector General of the Marine Corps (IGMC) is tasked per MCO 5040.6 to triennially inspect each Commanding General's inspections. Normally, LERT analysis reports and subsequent corrective action constitutes a significant portion of this program. Therefore, reports of analysis will be made available to the Command Inspector who will identify any failure to implement recommended follow-up actions.

LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

CHAPTER 1

ADMINISTRATIVE AND ORGANIZATIONAL MATTERS

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LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

CHAPTER 1

ADMINISTRATIVE AND ORGANIZATIONAL MATTERS

1000. GENERAL INFORMATION

1. Operational Control. The AC/S G-4, MARFORRES maintains operational control of the LERT program. In view of the nature of their duties, LERT personnel will not be assigned or be used for local activity, except in an emergency or when so directed by the COMMARFORRES. In addition, members of LERT are restricted from conducting investigations.

2. Technical Direction. Technical direction of the LERT program is vested in the AC/S G-4, MARFORRES. The OIC of the LERT is directly responsible to the AC/S G-4 for the technical and individual training of assigned personnel, the efficient operation of their offices, and the accomplishment of their mission. LERT correspondence concerning supply, maintenance, and maintenance management policy may be forwarded directly to the AC/S G-4.

3. Organizational Structure. The LERT organizational structure will be composed of:

a. 1 LERT OIC and 1 LERT SNCOIC.

b. 2 dedicated analysis teams, each team composed of:

(1) 2 ground supply personnel

(2) 2 ground maintenance personnel

c. On an as required basis, the G-4 will provide 1 ammunition technician and/or 1 food service technician in direct support of the LERT's mission. Personnel administration of these technicians will remain within the purview of their individual OIC's.

d. On an as required basis, the G-6 will provide 1 communications maintenance technician in direct support of the LERT's mission. Personnel administration of this technician will remain within the purview of the individual's OIC.

4. Personnel Administration

a. Fitness Reports. The Deputy AC/S G-4 is the reporting senior of the OIC of LERT. The OIC of LERT will be the reporting senior of the enlisted LERT team members. The AC/S G-4 is the

reviewing officer of the OIC of LERT. The Deputy AC/S G-4 is the reviewing officer of the enlisted LERT team members.

b. Awards. The OIC of LERT may submit award recommendations to the COMMARFORRES per Marine Corps orders in the 1650 series. Limit awards to those personnel whose performance of duty is exceptional and clearly recognized by superiors and contemporaries alike. Submit award recommendations in sufficient time to enable administrative processing to be accomplished in advance of the individual rotation date. For planning purposes, recommendations should reach the COMMARFORRES 30 days prior to the presentation date. Submission of award recommendations will be submitted to the COMMARFORRES via HQMC Electronic Awards Process over the Internet, attachments via e-mail or regular mail. The OIC of LERT will administrate leave and liberty for the personnel assigned to their office per current Marine Corps directives.

1001. OPERATIONAL SUPPORT. AC/S G-4 will provide operational and maintenance-type housekeeping support. AC/S G-4 will fund travel costs for LERT personnel in the performance of their mission. The OIC of LERT will issue appropriate TAD travel orders. The AC/S G-4, as required, will issue budgeting and funding instructions. The AC/S G-4 prescribes equipment for LERT. LERT will be provided automated data processing equipment (ADPE) as necessary to complete their assigned mission. The support of ADPE will adhere to the established minimum requirements for notebook/laptop, desktop personal computers, and server configurations.

1002. RECORDS DISPOSITION. Instructions concerning the records disposal system are contained in SECNAVINST P5215.5. Retention for records contained in this Order is as follows:

1. Comprehensive analysis of LERT program to include critiques, data collected, determination/repeat findings, and clarification or formal findings.

a. Unit command copies, retention period: Until superseded by next analysis.

b. LERT copies, retention period: 5 years.

2. Records inspections will be per MCO P5000.14.

1003. ELECTRONIC MAIL. Whenever possible, correspondence between LERT and the CMC will be accomplished via the electronic mail system. Requests for clarification of policy and the CMC clarifications of policy will be accomplished via the electronic mail system.

LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

CHAPTER 2

SCHEDULING OF ANALYSES

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CHAPTER 2

SCHEDULING OF ANALYSES

2000. GENERAL INFORMATION

1. Analysis Frequency. LERT will perform analyses based on a two-year rotation cycle. The OIC of the LERT is authorized to deviate from the established frequencies when it is not feasible to maintain compliance with the schedule (i.e., due to such factors as special analysis, availability of units, budget constraints, etc.).

2. Analysis Scheduling. The OIC of the LERT will schedule analyses of sufficient duration to ensure that the analysis objectives are satisfied. Scheduling will be conducted in coordination with MSC's. Additionally, scheduling will be no more than one fiscal year quarter prior to the analysis. Schedules will be forwarded to MSC's and posted on the G-4 LERT website.

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CHAPTER 3

TYPES OF ANALYSES

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LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

CHAPTER 3

TYPES OF ANALYSES

3000. GENERAL INFORMATION

1. Types of LERT Analyses

a. Formal Analysis. Formal analyses are those analyses scheduled per this manual and any analysis directed by COMMARFORRES for which a formal analysis report is required.

b. Modified Formal Analysis. At the OIC of the LERT's discretion, a formal analysis may be changed to a modified visit and a follow-up analysis will be conducted within the next 12-month period.

(1) A modified formal analysis will be conducted when the range and/or depth of the discrepancies are so extensive that further identification and reporting of detailed discrepancies would not leave adequate time to formulate corrective action or to conduct necessary training.

(2) Once the formal analysis has been determined to be modified, the analysis team will use the remaining time to provide assistance and training. The analysis team leader will provide the Unit Commander with a recommended training plan, which identifies training that was conducted and cites the remaining training requirements that are necessary to alleviate the deficiencies.

c. Assistance Visits. All visits that do not fall into the category of a formal analysis (to include modified formal analysis) are assistance visits. LERT teams may be dispatched by the OIC when requested by the appropriate MSC. Requesting units will be tasked to provide adequate funding for the LERT team's TAD (travel, per diem, and incidental expense) to perform an assistance visit. If TAD funds are not available from the requesting unit, TAD funds from the OIC of the LERT may be used, if available. No report is required to be submitted to the COMMARFORRES or through the chain of command for assistance visits. However, adequate documentation must be provided to the unit visited, to include recommendations for corrective actions. The LERT checklist will be useful in this respect. Copies of the completed checklist will only be distributed to the unit assisted, except when the assistance analysis is requested by higher headquarters. In such instances, a copy of the assistance visit report will be provided to the activity that originated the assistance request.

d. Special Analysis. Special analyses may be conducted by the LERT OIC, requested by local commanders, or directed by the COMMARFORRES. The LERT OIC will notify the AC/S G-4, MARFORRES of all proposed special analysis.

2. Conduct of a Formal Analysis

a. Notification of Analysis. MSC's are responsible to ensure respective units are made aware of pending analyses. Units will inform the LERT of any specific problems or questions that the unit may have so that they may be researched prior to arrival of the analysis team. Once formally notified of analysis dates, units normally will not be rescheduled nor analyses canceled. However, when unusual circumstances occur and rescheduling is required, units who desire to reschedule will submit a request to their respective MSC's via their chain of command. Final decision on the rescheduling/cancellation rests with AC/S G-4.

b. LERT Analysis. The analysis will entail an examination of organizational processes for the purpose of determining the general pattern of operations and whether dysfunctions exist within the methods of management. Representatives are to determine whether the organization is, or is not, performing effectively and efficiently by reviewing all facets of logistics inherent to the organization being analyzed.

c. Critique. As a phase of the analysis, the LERT analysts will conduct a critique of the team's tentative conclusions and recommendations. A critique at the commodity level is important because that is where problems originate and where attitude, knowledge, and experience have their greatest impact. After the critique, the LERT team leader will conduct an out brief with the Inspector-Instructor/Site Commander or their designated representative(s). The out brief will cover all significant findings, opinions, and any recommendations.

d. Data Collection. Collecting data is essential in establishing a valid base for the analysis report. Time and personnel limitations, however, preclude a line-by-line examination of each record maintained by an activity. Sampling, therefore, is used to allow the analyst to make conclusions without reviewing every record. The size of the sample must be large enough to reflect the condition of the total record population and also be proportionate thereto. Dependent on the total number of records, the size may vary from 5 to 100 percent. In view of this sampling technique, neither the LERT checklist nor the formal report is intended to be a certification to the command that all records and procedures are void of discrepancies, or that those areas noted therein are the only problem areas which may exist.

e. Determination of Findings. Whenever process dysfunctions or disparities are noted during LERT analysis, the analyst will identify these conditions in one of two ways:

(1) Sustainment Findings. A positive determination based on the analysis that this process/idea merits sharing with the rest of the MARFORRES as a good business model, will be cited in the formal report.

(2) Formal Findings. An adverse determination based on the analysis, which in the opinion of the LERT OIC, the problem area was significant (those having the potential to degrade readiness; markedly decrease mission capabilities; contributed to waste, fraud, abuse, or safety; and/or significantly deviated from orders and directives); such findings will be cited in the formal report. Formal report findings will be supported by a recommendation(s) to resolve the cited conditions.

f. Repeat Formal Findings. Repeat formal findings are defined as those, which were identified as a formal finding on the most recent analysis report and have gone uncorrected. All formal LERT analysis reports that contain a repeat formal finding from the previous formal analysis will be endorsed to the COMMARFORRES via the MSC. The Commanding General, Deputy Commanding General, or Chief of Staff, will personally sign MSC endorsements. Their endorsements will be reviewed at the COMMARFORRES level.

3. Assistance. LERT findings will normally consist of deviations from established procedures. It is the primary goal of LERT to ensure that all personnel are aware of their specific responsibilities and functions. Representatives of LERT will promote effectiveness and efficiency in supply, maintenance management, and logistics by isolating problems related to logistical procedures. LERT will recommend and provide course(s) for corrective action and instructions in the use of directives and publications to determine their intent.

4. Clarifications and Modification. In all cases, solutions to problem areas will be in compliance with existing directives. However, during the course of an analysis, it should not be overlooked that problem areas may arise because the directives in question might require modification, clarification, or waiver.

3001. CHECKLISTS. LERT's primary tool for performing data collection during an analysis is the current LERT checklist. Standardized logistics materiel readiness checklists will be formulated for all functional areas analyzed by LERT. The OIC of LERT is responsible for formulating the supply and maintenance checklists. Responsibility for publishing these checklists rests with the AC/S G-4, MARFORRES. Review of those checklists will be accomplished as follows:

1. LERT will complete a review of the checklists on an annual basis. Recommendations for change and the newly proposed checklists will be forwarded to the AC/S G-4, MARFORRES by 30 June of each year or as required. Negative responses are not required.
2. The AC/S G-4, MARFORRES will review, staff the changes and checklists through appropriate G-4 sections, and publish the revised/updated checklists by 1 October of each year. A month/year revision number in the footer of each page will indicate the checklist revision; i.e., 06/05 for the FY 05 revision.
3. LERT is authorized changes to the checklist for the purpose of updating references that do not affect the checklist question. Reference changes will not require a change in revision.
4. Substantial changes that significantly affect the validity of a checklist will be forwarded to AC/S G-4, MARFORRES for immediate action.

3002. COMMAND RELATIONSHIPS AND RESPONSIBILITIES

1. LERT is authorized to analyze all applicable files and records of materiel readiness activities and conduct physical inventories as required.
2. In order to determine that the best interests of the Government are protected, the representatives of the LERT have the authority to trace the receipt, maintenance, and disposition of supplies and equipment through any existing records.
3. Inspector-Instructors/Site Commanders and their staff will cooperate in all respects with the LERT Team Leader and individual analysts in all matters pertaining to the analysis of materiel readiness activities. When required, the unit being analyzed will provide clerical assistance.
4. To permit efficient accomplishment of the field analysis, Inspector-Instructors/Site Commanders of units that are being analyzed will make available all necessary personnel of their commands.
5. To ensure a complete and comprehensive analysis of all matters pertaining to the administration of the materiel readiness systems and consistent with the security clearance and the stated mission of the field analysis team, team members will be afforded access to every facility operated or managed by the organization being visited.

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CHAPTER 4

REPORTS REQUIRED

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LOGISTICS ENHANCEMENT READINESS TEAM (LERT) PROGRAM

CHAPTER 4

REPORTS REQUIRED

4000. GENERAL INFORMATION

1. Logistics Enhancement Readiness Team Report. LERT reports which contain findings and recommendations will be submitted per the instructions contained in this manual.
2. Types of Commands. For the purpose of this chapter, types of commands are using unit level.

4001. LERT ANALYSIS REPORTS

1. LERT Action. OIC of LERT shall forward the original hard copy of the LERT report to the I-I/Site Commander within 45 days of analysis completion. A copy will also be electronically forwarded to the Deputy AC/S G-4, the Deputy AC/S G-7 and the unit's MSC. These copies are to include a LERT analysis executive summary sheet.
2. I-I/Site Commanders Action. Using units analyzed by the LERT shall comply with reference (b). Within 30 days of receiving the LERT formal written report; the unit Commander will provide COMMARFORRES via AC/S G-4 with a letter, endorsed through the chain of command, which accomplishes the following:
 - a. Acknowledges receipt of the LERT written report.
 - b. Details the actions he/she is taking to correct the deficiencies noted in the LERT formal report.
 - c. Provides the Commander's estimate of his/her command actions and requirements necessary to sustain these corrective measures.